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20 APR 1978

Executive Registry

25-5142

MEMORANDUM FOR: Deputy Director of Central Intelligence
VIA : Deputy Director for Administration
FROM : F. W. M. Janney
Director of Personnel
SUBJECT : Need for a Cross-Cutting Management Tool
to Monitor Agency-Wide Personnel
Practices and Procedures

1. Action Requested: Approval of the institution of a more comprehensive Agency Personnel Management Monitoring and Evaluation System. Specific recommendations are contained in paragraph 3.

2. Background:

a. For 25 years the Agency maintained an essentially decentralized personnel management system with responsibility and accountability for personnel management vested with heads of some 23 career services. In 1973 the Director asked the Office of Personnel to undertake a comprehensive review of the many different personnel policies and procedures which were then in use in the various career services. An inter-Directorate Personnel Approaches Study Group (PASG), with the Director of Personnel as Chairman, spent some four months on a concentrated review and found that a highly questionable degree of disparity in policies and procedures, all unpublished, was resulting in widespread confusion and a strong perception among employees of comparative unfairness in promotions, assignments, and selection for training. PASG developed a series of recommendations based on the principles of maximum Agency-wide uniformity with sufficient flexibility to take care of the problems unique to each Directorate and the E Career Service; of complete openness between management and the employee as to the personnel policies and procedures in use; of centralized responsibility with the heads of the career services (the Deputy Directors and Head, E Career Service) to assure the proper execution of published tenets.

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b. Also in 1973, the Executive Director-Comptroller instituted a top management post-audit concept for personnel management based on an Annual Personnel Plan and a Personnel Development Program. These would provide an audit trail in personnel management by which the DCI could be assured that his managers were effectively planning and sufficiently preparing for future personnel exigencies.

c. In the past several months personnel policy of the Agency and the Operations Directorate in particular has been carefully reexamined. The DCI and the DDCI have concluded that greater uniformity within the Agency is indicated, and to this end the DDCI published a notice to the Deputies and the Head of the E Career Service on "Uniform Promotion System" dated 7 April 1978. This calls for: (1) minimum targets for annual promotion of qualified employees by grade and career service; (2) aggressive application of the "three per cent regulation" [redacted] (3) the establishment of independent panels to review each "three per cent" case; (4) further guidance on developing new and using current precepts for promotion consideration; (5) assuring the integrity of recommendations from the evaluation boards and panels; (6) a uniform promotion schedule in the Agency for each grade with published promotion lists.

d. In addition, other concepts leading to greater uniformity and a single Agency concept are under examination, such as: (1) the identification of specific positions in each Directorate for career-enhancing cross-Directorate rotation (perhaps 30 for FY 1970); (2) giving additional value for inter-Directorate service when determining the selection of those employees recommended for promotion to GS-16 and above; (3) the adequacy of the dual-track system of promotion for managers and specialists; (4) review and improvement of the Agency's fitness report and general employee assessment procedures.

e. The DDCI has already issued other directives on:
1979
(1) selection, Agency-wide, for management training and senior officer schools; (2) establishment of career panels for clerical and secretarial personnel; (3) DDCI review of the Directorate and E Service FY 1978 PDP's.

f. The DDCI feels the need for a specific point of responsibility in monitoring across component lines the progress towards these enunciated policies and procedures and directs the Office of Personnel, in keeping with its mission, to establish a responsive unit.

3. Recommendations: That the Office of Personnel:

(a) establish a monitoring unit to measure and impel progress towards the achievement of the uniform personnel directives as issued; and

(b) establish a new staff element (initially four professionals and one clerical) as the Personnel Management Evaluation Staff in the Office of Personnel to engage in fact-finding, evaluation, sampling, data analysis, reporting, recommendations for action on uniform personnel policies and procedures as established, and identify further areas susceptible to improvement.

STAT

[Redacted]
F. W. M. Janney

I () concur () non-concur in the recommendations contained in paragraph 3:

STAT

[Redacted]
Deputy Director
for
Administration

24 April 78
Date

*On assumption staff increased
will be absorbed by DPA.*

The recommendations contained in paragraph 3 are:

APPROVED

DISAPPROVED

[Redacted]
Deputy Director
of
Central Intelligence

26 APR 1978

1978; Date

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